Treaty Negotiations Office

SERVICE PLAN
2004/05 – 2006/07

BRITISH COLUMBIA

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BRITISH COLUMBIA

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BRITISH COLUMBIA

January 26, 2004

Honourable Geoff Plant
Attorney General and Minister Responsible for Treaty Negotiations

Dear Colleague,

Since June 2001, our government has been working to implement our *New Era* vision to revitalize the economy, restore sound fiscal management, and put patients and students first.

Our *New Era* platform contained 201 specific commitments that our government would undertake on behalf of British Columbians. These included a commitment to "establish service plans that include measurable performance standards and targets for all programs that are annually audited and published, for all taxpayers to see."

On June 25, 2001, I sent you a letter of instruction setting out the key priorities for your Ministry, including a list of the *New Era* commitments assigned to your Ministry. These commitments were also included in the Government Strategic Plan and Ministry Service Plans that were tabled in the Legislature in February 2002, covering fiscal years 2002/03 through 2004/05.

The service plan you are tabling today represents the final year of the first three-year plans. And it shows that we have made significant progress toward honouring our commitments. Specifically, of the 25 *New Era* commitments that involved your Ministry, the province has now completed or begun work on 22 of these. Accomplishments in your Ministry over the past two-and-a-half years include:

- Established the Citizens Assembly on Electoral Reform with representation randomly selected from each of the province's 79 electoral districts.
- Adopted a plan to establish circuit courts in 15 communities.
- Set up the Civil Liability Review Project to consider issues of limits and fairness in civil liability.

Specific accomplishments relating to the Treaty Negotiations Office include:

- Signed a protocol agreement with the First Nations Summit to establish a new relationship of recognition and reconciliation with British Columbia First Nations.
- Signed agreements-in-principle with Lheidli T'enneh (July 2003), Maa-nulth First Nations (October 2003) and Sliammon (December 2003).
- Dedicated funding for economic development – as of September 2003, 124 projects have been initiated with a value of over $26 million.
- Implement a new $15 million B.C. Rail First Nations Benefits Trust.

.../2

In the coming year, the province will continue work on a number of priorities to honour the commitments that we have made. These are detailed in your Ministry service plan, and include:

- Better management of criminal and civil cases to reserve courts for the hardest cases while providing alternative non-court procedures for other cases.
- Make the justice system more efficient.
- Reform civil law and the administrative justice system.

Upcoming priorities for the Treaty Negotiations Office include:

- Continue to renew treaty negotiations and focus on opportunities to conclude treaty settlements that provide certainty for all British Columbians.
- Implement economic development projects to expand Aboriginal entrepreneurship and add to the number of Aboriginal and non-Aboriginal business partnerships in key sectors.
- Expand efforts to achieve reconciliation with First Nations to build a foundation of trust upon which to base treaties and other agreements.

It is important to note that all of the province's achievements to date and our priorities for the year ahead will be accomplished while balancing the budget in 2004/05. At the same time, government significantly increased funding for health care and education.

Clearly, we will do more if we can, as new resources are available, to build on the funding priorities detailed in this service plan – in a way that is consistent with our balanced budget commitment.

As our measures to revitalize the economy continue to create new jobs, growth and investment, this will allow us to continue strengthening public services for the benefit of British Columbians. Opportunities like the 2010 Olympic and Paralympic Winter Games will showcase British Columbia to the world and generate economic benefits all across our province. Future service plans will further demonstrate those benefits.

I know that you will continue to build on the progress your Ministry has made. Let me conclude by thanking you for your commitment to serving the best interests of all British Columbians.

Yours sincerely,

Honourable Gordon Campbell
Premier

BRITISH COLUMBIA

Treaty Negotiations Office

It is my pleasure to deliver the first stand-alone service plan for the Treaty Negotiations Office. The plan outlines the approach the Office is taking to achieve modern-day treaties, to materially improve the lives of Aboriginal people and to build respectful, working relations with First Nations in British Columbia.

The provincial government is fulfilling its commitment to reinvigorate a stalled treaty process by introducing bold new approaches, including revenue-sharing. Over the past year, four First Nations have ratified agreements-in-principle with the provincial and federal governments. In addition, we are focusing our resources at a number of other tables where the prospect of reaching agreements-in-principle within 12 to 18 months is greatest. We now have a real opportunity to conclude final agreements, or modern treaties, with First Nations. I am optimistic that we can achieve these treaties in a timely way and create greater certainty over Crown lands and resources in British Columbia.

The Office will also continue to support its ministry partners in a number of non-treaty negotiations with First Nations that are critical to revitalizing the economy, including those related to northeast oil and gas development, forestry, and the 2010 Olympic and Paralympic Winter Games.

The government also recognizes the importance of providing economic development opportunities for First Nations. Over the last year, 124 projects have been sponsored that promote First Nations participation in shellfish aquaculture, tourism, forestry, and oil and gas sectors, as well as the 2010 Olympic and Paralympic Games. The Treaty Negotiations Office will manage the implementation of these projects to assist First Nations to develop the skills and expertise to actively and effectively participate in the provincial economy.

The certainty that British Columbia seeks through negotiations relies significantly on building a foundation of trust between First Nations and the government. A priority for the Treaty Negotiations Office will be to work with First Nations on initiatives that recognize the historical and cultural presence of Aboriginal people in this province and assist in reconciling the difficult nature of our past relationships.

In the coming year, the province will continue work on a number of priorities to honour the commitments that we have made. These are detailed in your Ministry service plan, and include:

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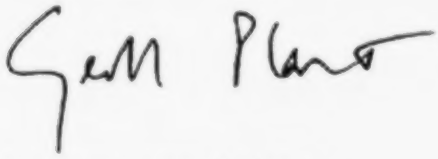
This service plan establishes the framework that the Treaty Negotiations Office will follow to achieve its goals. Through its work, the Office will continue to help build a strong and resilient economy for the benefit of all British Columbians.

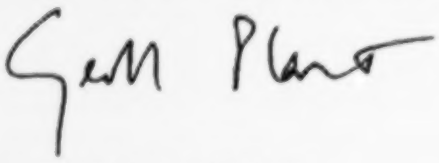


Honourable Geoff Plant
Attorney General and
Minister Responsible for Treaty Negotiations

February 4, 2004

Accountability Statement

The 2004/05 – 2006/07 Minister Responsible for Treaty Negotiations Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of January 30, 2004, have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Honourable Geoff Plant
Attorney General and
Minister Responsible for Treaty Negotiations

February 4, 2004

Resource Summary

Treaty Negotiations Office Core Business Areas	2003/04 Restated Estimates[1]	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Operating Expenditures ($000)				
Negotiations	20,203	17,158	17,388	17,379
Treaty Settlement and Implementation	4,701	4,704	4,463	4,472
Economic Development	10,000	7,042	0	0
Total	**34,904**	**28,904**	**21,851**	**21,851**
Full-time Equivalents (FTEs)				
Total	**88[2]**	**88**	**88**	**88**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Building, Tenant Improvement, Land, Land Improvement, Road, Bridges and Ferries	0	300	0	0
Vehicles, Specialized Equipment, Office Furniture and Equipment	3	31	10	10
Information Systems	0	0	0	0
Total	**3**	**331**	**10**	**10**
Other Financing Transactions ($000)				
Treaty Settlement and Implementation Costs				
Receipts	0	0	0	0
Disbursements	17,589	16,967	2,189	1,029
Net Cash Source (Requirements)	(17,589)	(16,967)	(2,189)	(1,029)

[1] Amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2004/05 *Estimates*.
[2] Reflects FTE and budget transfer from Ministry of Sustainable Resource Management.

Core Business Areas

Successful negotiation of treaties and other agreements with First Nations provide certainty over Crown lands and resources and help to build economic strength and stability for all British Columbians. By reconciling past differences between the Crown and First Nations and by creating economic opportunities to materially improve the quality of life of Aboriginal people, we are helping to foster healthier community relationships across the province.

Negotiations

Treaties are constitutionally protected agreements negotiated between First Nations and the governments of British Columbia and Canada. Treaties set out a new relationship between the parties and define their respective rights and responsibilities. Negotiated agreements will create certainty over Crown land and resources by clearly defining land ownership and law-making jurisdiction across BC. Treaties contribute to a stable climate for economic investment on the provincial land base and allow for mutually beneficial governance arrangements, business relationships and land management processes.

Treaties are negotiated through a six-stage process[1] overseen by the BC Treaty Commission, an independent body established in 1993 by BC, Canada and the First Nations Summit. Currently, 114 of 197 *Indian Act* bands in BC are engaged in treaty negotiations. These bands comprise 53 First Nations negotiating at 42 separate treaty tables[2].

During the six-step treaty process, the parties also negotiate other significant agreements that help to build certainty. These include agreements-in-principle, land protection agreements, self-government agreements and fiscal financing agreements. All negotiations conducted by the Treaty Negotiations Office adhere to British Columbia's publicly endorsed negotiating principles defined in the 2002 *Referendum on Treaty Principles*[3].

The courts have been clear that the Crown has a legal duty to consult and accommodate First Nations where their Aboriginal rights may be affected. Through accommodation agreements, government provides economic benefits to First Nations in order to fulfill its legal obligations and enhance certainty over the use of Crown lands and resources. Accommodation agreements with First Nations may include transferring economic benefits, engaging First Nations in land-use planning processes and seeking their input on resource management decisions. Efforts are focused on creating predictable day-to-day economic activity on Crown lands, increasing access to provincial lands and resources, and facilitating economic development.

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[1] BC Treaty Commission (http://www.bctreaty.net/files_2/negotiations.html).
[2] BC Treaty Commission (http://www.bctreaty.net/).
[3] For a list of these principles, see Appendix 3.

The Treaty Negotiations Office is responsible for co-ordinating measures to consult and accommodate First Nations. The Office also has direct involvement in a number of specific accommodation negotiations and provides leadership to ministries across government on related matters.

The Government of British Columbia has a responsibility to represent and protect the interests of all British Columbians. As a result, provincial treaty negotiators engage in consultation as part of their negotiating responsibilities. Discussions on specific matters provide local government, business representatives and other community groups with opportunities to raise concerns and provide input on ways to reach resolutions to issues under negotiation. Through this process, critical support for treaty-making is built at the community level.

Once a final agreement or other negotiated agreement has been signed, it must be implemented to come into effect. The implementation process includes fulfilling program, financial, legislative or other commitments articulated in the agreement.

This core business area also includes executive services for the Treaty Negotiations Office, including the salaries, benefits, and operating expenses for the Deputy Minister. Core support services are also provided by the Ministry of Attorney General. For further information, see the *Ministry of Attorney General Service Plan 2004/05–2006/07* at www.gov.bc.ca/ag.

Economic Development

The provincial government supports economic development opportunities for First Nations. Funding is provided to improve access to training, expand business skills and knowledge, and stimulate economic development by encouraging First Nation entrepreneurship, enterprise and participation in the BC economy.

The Treaty Negotiations Office administers this funding on behalf of the province. A total of $26 million has been allocated to 124 projects that will be completed through March 2005. Types of projects that have been funded include:

- Partnerships between Aboriginal communities and industry or local government;
- Increased First Nations access to resource tenures;
- Measures that address specific land and resource issues, including First Nations involvement in strategic land-use planning; and
- Measures that increase First Nations capacity to engage in the economy.

Reconciliation

The provincial government is committed to forging a new relationship with First Nations based on reconciliation of past differences, recognition of each other's rights and responsibilities, and renewed efforts to build a brighter future for all British Columbians. The Treaty Negotiations Office is responsible for developing and implementing an action plan outlining short and long-term goals for recognition and reconciliation initiatives. The scope of initiatives may include acknowledging the important role of First Nations in the province's history or agreements that support Aboriginal heritage, language and culture.

Goals, Objectives, Strategies and Results

This service plan sets out the expectations for the Treaty Negotiations Office and establishes a framework for a clear and impartial assessment of the Office's success in achieving its goals and objectives. The plan complies with the *Budget Transparency and Accountability Act*. The Act requires every ministry to produce a three-year plan that includes a statement of goals, strategic objectives and performance measures. The service plan does not provide a work plan for individual program areas or a detailed account of Office activities, programs or initiatives over the next three years. Information of this sort is contained in the Annual Service Plan Report published by the Treaty Negotiations Office after each fiscal year.

This service plan develops the framework for publicly reporting how the Office's resources contribute to the social and economic strength of British Columbia through the process of negotiating agreements with First Nations.

During the next three years the resources of the Treaty Negotiations Office will be focused on achieving the goals and objectives discussed below.

Summary of Goals

1. To increase social and economic stability and investment in the province through greater certainty over Crown lands and resources.
2. To build strong and respectful relationships between government and First Nations based on a shared commitment to reconciliation and recognition.
3. To provide optimal and cost-effective planning, management, administrative and operational support.

Goal 1: *Increased social and economic stability and investment in the province through greater certainty over Crown lands and resources.*

Outcome/Key Indicator: *Increased access to Crown lands and resources for economic development.*

Core Business Area(s): *Negotiations.*
Economic development.

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
• Per cent of BC Crown Land covered by certainty arrangements[1].	TBD	105% of base data	110% of base data	115% of base data

[1] New measure; baseline being determined.

Objective 1: *Concluded agreements that define rights and responsibilities between the parties and facilitate economic development.*

Strategies:

1. *Focus on key opportunities to conclude treaty-related agreements.*
2. *Innovate and streamline negotiation practices to fast-track treaty settlements.*
3. *Provide leadership to line ministries and provincial agencies to support accommodation activities.*
4. *Implement accountability measures for each negotiation table that describe consultation practices with concerned parties on treaty-related issues.*
5. *Strengthen relations between Aboriginal and local governments and between Aboriginal and non-Aboriginal business interests.*
6. *Introduce improved practices related to the timely transfer of land, resources and program responsibility to First Nations following treaties or other agreements.*

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
• Number of initialled final agreements and agreements-in-principle.	4	3-5	1-2	1-2
• Number of accommodation agreements[1].	TBD	1-2	1-2	1-2
• Number of partnership initiatives involving First Nations and community organizations, including local governments[2].	TBD	105% of base data	110% of base data	115% of base data

[1] Refers to significant accommodation agreements with cross-ministry impacts. New measure; baseline being determined.
[2] New measure; baseline being determined.

Objective 2: *Increased participation of First Nations in the economy.*

Strategies:
1. *Facilitate partnerships between First Nations, industry and government that promote economic development.*
2. *Focused implementation of economic development projects.*
3. *Develop a cross-government database to track skills development and employment in Aboriginal communities.*

Performance Measure	2003/04 Actual/ Base	2004/05 Target	2005/06 Target	2006/07 Target
• Number of economic development projects where BC has fulfilled its funding obligations[1].	59	34	—	—

[1] A total of 124 projects, with a value of over $26 million, have been approved through to the end of March 2005. No funding commitments beyond that date have been made.

Goal 2: *Build strong and respectful relationships between government and First Nations based on a shared commitment to reconciliation and recognition.*

Outcome/Key Indicator: *Agreements with First Nations that strengthen the relationship between First Nations and the government.*

Core Business Area(s): *Reconciliation.*
Negotiations.

Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
• Number of agreements that facilitate and strengthen relationships between First Nations and the government[1].	TBD	1-2	1-2	1-2

[1] New measure; baseline being determined.

Objective 1: *Build trust with First Nations through a reconciliation and recognition framework.*

Strategies:

1. *Work co-operatively with First Nations to identify an agenda of activities focused on reconciliation and recognition.*
2. *Undertake initiatives to increase public awareness and understanding to promote a vision of reconciliation.*
3. *Develop policies, positions and mandates consistent with the principles of reconciliation and recognition.*
4. *Provide leadership to line ministries and provincial agencies undertaking reconciliation activities.*

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
• Number of actions taken to implement agreed joint activities[1].	TBD	105% of base data	110% of base data	115% of base data
• Number of actions taken to build public awareness[2].	TBD	105% of base data	110% of base data	115% of base data
• Incidence of direct action/ blockades.	9	8	7	7

[1] New measure to reflect activities undertaken with the First Nations Summit under the September 17, 2003 Protocol Agreement; baseline being determined.
[2] New measure; baseline being determined.

Goal 3: *Optimal and cost-effective planning, management, administrative and operational support.*

Outcome/Key Indicator: *Cost-effective operational and support services.*

Core Business Area: *Negotiations.*

Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
• Per cent of budget targets met.	100%	100%	100%	100%

Objective 1: *Improved administrative operations through innovative business practices and technology.*

Strategies:

1. *Review business practices and office procedures and adopt best practices to improve cost-effectiveness and efficiency.*
2. *Develop a human resources plan to support and encourage employee learning and skills identification and development.*
3. *Identify technology solutions to better track and report on performance and risks associated with meeting business objectives.*

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
• Per cent of employees with performance management plans.	100%	100%	100%	100%
• Number of best practices adopted.	5	5	3	3

Appendix 1. Strategic Context

Vision, Mission and Values

Our Vision

Treaty and other agreements with First Nations are concluded, bringing certainty to the land, and economic and social benefits to all British Columbians. By reconciling the difficult nature of our past relationships, we will develop co-operative associations and build mutual respect and trust in our communities.

Our Strategic Vision

The Treaty Negotiations Office plans to allocate its resources strategically to meet business objectives and deliver results for our partners and the public. In doing so, the Treaty Negotiations Office is building on its reputation for dedicated service and gaining the confidence of key stakeholders.

The Office is characterized by its organizational capability, with a skilled workforce that is innovative and demonstrates expertise in designing and implementing treaties and other agreements. This produces lasting agreements, practical self-government arrangements and a clear understanding of the respective rights and responsibilities of governments and First Nations. Staff is committed to continuous learning and cost-effective business practices.

Our Mission

The Treaty Negotiations Office provides leadership in concluding agreements with First Nations. The Office works collaboratively with other provincial ministries, First Nation organizations, the federal government and other partners to establish workable arrangements with First Nations and increase certainty over Crown lands and resources in British Columbia.

Our Values and Managerial Principles

The Treaty Negotiations Office recognizes that achieving its goals depends on the continued support of a professional, skilled and knowledgeable workforce. Staff works to accomplish these goals in a progressive, innovative and results-oriented manner. They deliver services efficiently, effectively and with a clear sense of pride and purpose.

Our Values are:	Our Leadership Philosophy is to:
Accountability	• be accessible and responsive to our partners and stakeholders
	• measure and report on our performance at all levels
Innovation	• be flexible and creative in developing negotiation solutions
	• embrace technological change to capture new opportunities
	• make strategic investments in our people
Respect and Integrity	• treat our partners and stakeholders as clients, with a focus on dedicated and respectful service
	• value diversity and differences of opinion
	• conduct ourselves ethically and professionally
Trust and Honesty	• maintain open and transparent activities
	• respond to public, partner and stakeholder feedback

Planning Context

Achieving certainty and reconciling the interests of the Crown with First Nations involves complex, multi-party negotiations that are influenced by changing external and internal forces. The planning context takes these environmental factors into account. An assessment of opportunities and challenges guided the development of this service plan and decisions about operational focus and resource allocation.

The provincial government faces a range of challenging external factors, most notably the uncertainty associated with unresolved Aboriginal land claims. This uncertainty over the ownership and use of Crown lands and resources discourages investment and sustainable, long-term economic growth.

Treaty and other negotiations with First Nations aim to address these uncertainties by establishing agreements that can enhance economic stability and opportunity in British Columbia.

According to the British Columbia Treaty Commission, "the cost of not settling treaties is far greater than the cost of treaty making."[4]

A study conducted by Price Waterhouse in 1990 estimated that uncertainty surrounding unresolved Aboriginal rights and title could cost B.C. $1 billion in lost investment and 1,500 jobs in the forest and mining sectors alone.

In 1999, independent consultant Grant Thornton estimated that completing treaties will bring a net financial benefit of between $3.8 billion and $4.7 billion to British Columbia over the next 40 years. The provincial government's share of the overall cost is estimated

[4] http://www.bctreaty.net.

at $2 billion, or $50 million annually over 40 years, plus rural Crown lands with a notional value of $2.8 billion to $3.5 billion. BC's annual portion is equal to about 25 cents of every $100 in the current provincial budget.[5]

Some of the key external factors which limit the Treaty Negotiations Office's ability to negotiate and conclude lasting agreements are listed below:

- Some First Nations are critical of the treaty process or are uncertain about engaging the province on land and resource issues;
- The evolving legal landscape as a result of court decisions on Aboriginal rights; and
- Social and practical pressures within First Nation communities that prevent many First Nations from engaging in long-term negotiations.

Enterprise-Wide Risk Management

Every business enterprise is subject to various risks, some of which can be managed or mitigated. The Treaty Negotiations Office is no exception. Legal judgments, historical considerations, competing economic interests and changing social values can influence negotiations at any given time. As a result, the Office is engaged in a volatile enterprise that must approach risk management with creativity, flexibility and innovation.

The Office manages its risks within government-approved policies. Key identified risks and treatments include:

Key negotiations stall or collapse

- Risk management of negotiations involves identifying opportunities on an ongoing basis and a diversified set of negotiation tools.

First Nations initiate civil action or litigation

- Proactive consultation, negotiation and project implementation to minimize the probability of such action.

Limited resources make it difficult to fully capitalize on all negotiation opportunities

- Action and contingency plans are in place to reallocate resources to priority areas in order to ensure continued progress towards achieving agreements.
- The Office is working on finding new ways to conduct its business to streamline practices, increase efficiencies and extend resources.

Attracting and retaining skilled and knowledgeable staff

- A strategic human resources plan is under development to integrate employee development and succession planning and to broaden the skills and knowledge base throughout the Office.
- The plan also looks at ways to offset the loss of knowledge that results from staff departures.

[5] http://www.gov.bc.ca/tno/rpts/thornton.htm

Natural or other disaster results in significant facilities damage or loss of data

- Proactive maintenance and development activities are ongoing, and business and information technology continuation plans are in place to mitigate the effects of unforeseen events.

Highlights of Strategic Shifts and Changes from Previous Service Plan

There have been no significant shifts in ministry priorities since the Ministry of Attorney General and Ministry Responsible for Treaty Negotiations 2003/04 – 2005/06 Service Plan was tabled in the Legislative Assembly in February 2003. However, this is the first stand-alone service plan for the Treaty Negotiations Office, and several changes have been made to the plan structure as a result. Reconciliation has been added to core business areas, including measures to track performance of new and existing services. In response to direction by the courts, accommodation has been acknowledged as an additional component of Goal 1.

Further changes include:

- Core business areas have been expanded;
- Performance measures have been completely reworked and updated with more informative and outcome-focused measures;
- A distinction between signed treaty agreements and other agreements that build certainty provides a more accurate measure of progress;
- Background information has been expanded for each core business area; and
- The publicly endorsed principles that guide treaty negotiations have been added as an appendix.

The Treaty Negotiations Office has responded to significant negotiation opportunities, which has resulted in agreements-in-principle at several treaty tables. The Office's goals, objectives and performance measures have been expanded to better define the level of services provided and outcomes sought through treaty and other negotiations.

Consistency with Government Strategic Plan

The Treaty Negotiations Office Service Plan supports the Government Strategic Plan in the following key areas:

Goal 1: *A Strong and Vibrant Provincial Economy.*

Government Strategic Plan	Treaty Negotiations Office Strategies
Government Strategy: Innovation and Economic Growth	
Work with the private sector to remove barriers to economic activity.	• The Treaty Negotiations Office consults with industry stakeholders in the context of treaty and other negotiations to ensure their interests are considered in the resulting agreements. • The accommodation framework is focused on facilitating economic development. • The Treaty Negotiations Office seeks to increase First Nation participation in the economy and develop joint ventures and other partnerships with industry.
Optimize the wealth-generating capacity of the provincial resource base.	• The goal of treaties and other agreements is to achieve greater certainty over provincial Crown lands and resources and generate wealth through sustainable resource management.
Conclude treaty and other economic-related agreements with First Nations that promote investment certainty and increase access to Crown lands and resources.	• The Treaty Negotiations Office has corporate responsibility for achieving these agreements and provides leadership to partner ministries and provincial agencies.
Expand partnerships with the federal government to promote economic growth and development in British Columbia.	• The tripartite nature of treaty negotiations allows BC and Canada to work together to achieve certainty.

Government Strategic Plan	Treaty Negotiations Office Strategies
Government Strategy: Management of Government	
Promote and sustain a renewed professional public service.	• Through technology, training and procedural improvements, the Treaty Negotiations Office maintains and renews professionalism and integrity among staff.
All ministries will meet their budget and service plan targets.	• The Treaty Negotiations Office aggressively pursues innovative strategies, while maintaining quality, to ensure timely and cost-effective results.
Continue to streamline government's legislation and regulations.	• Multiple negotiation models are under review to ensure the most productive approaches at each negotiation table.
Promote new and more effective ways to deliver services and infrastructure through alternative service delivery and partnership arrangements.	• Ongoing evaluation and adoption of new business, co-operation and negotiation models further this objective.
Expand public access to government through e-government initiatives.	• A culture of flexibility allows early adoption of e-government initiatives.
Continue to expand one-stop permitting and licensing in key sectors.	• The Treaty Negotiations Office supports ministry partners in achieving these objectives.

Goal 2: *A Supportive Social Fabric.*

Government Strategic Plan	Treaty Negotiations Office Strategies
Government Strategy: Flexibility and Choice	
Facilitate a community-based approach to ensure access to high quality and cost-effective health, education and social services.	• The Treaty Negotiations Office is committed to consulting and accommodating the interests of key stakeholders in all negotiations.
Government Strategy: Enhance Individual and Community Capacity	
Promote the development of supports and services within Aboriginal communities that address their unique social and economic conditions.	• Economic development initiatives and treaty-related projects and studies seek to address and accommodate First Nation interests while treaty negotiations continue.

Goal 3: *Safe, Healthy Communities and a Sustainable Environment.*

Government Strategic Plan	Treaty Negotiations Office Strategies
Government Strategy: Sustainable Resource Development	
Expedite economic development by increasing access to Crown land and resources.	• Increased certainty provides economic stability and encourages investment.
Develop partnerships with industry and other stakeholders to provide opportunities for more effective, efficient and innovative management of Crown land and resources.	• Increased certainty over the land base and enhanced participation in the economy by First Nations contributes to more efficient use of Crown resources.
Ensure that decisions related to Crown lands and resources are informed by First Nations interests.	• The Treaty Negotiations Office oversees the accommodation framework and ensures that First Nations interests are addressed.
Improve economic development opportunities for First Nations.	• Economic development funding provides opportunities for First Nations to gain skills and engage in infrastructure and development projects.
Government Strategy: Community Services and Infrastructure	
Establish workable relationships with First Nation communities.	• The Treaty Negotiations Office leads BC's initiative to forge a new relationship with First Nations based on mutual respect, trust and co-operation.

Appendix 2. Summary of Related Planning Processes

A. Human Resource Management Plan

The Treaty Negotiations Office was reorganized in June 2002 to consolidate negotiation functions. The reorganization allowed the Office to strategically assign resources to make progress on identified opportunities. In the process, the Office has streamlined business processes and accomplished cost-saving measures. In keeping with Government's Public Sector Renewal Initiative, the Treaty Negotiations Office has identified, and will continue to identify, a number of opportunities to enhance the leadership, support, and developmental opportunities our staff needs. The Office will foster proactive and visionary leadership at all levels of the organization and engage employees in the development of strategic approaches to accomplish our goals.

The Treaty Negotiations Office developed a draft human resource plan in 2002, and is currently gathering data to establish the baseline and desired targets. The plan is available at http://gww.pserc.gov.bc.ca/HRPlans/down/treaty_negot_HR.pdf.

B. Information Management Directions

The Treaty Negotiations Office receives its information technology services from the Ministry of Attorney General, which under the shared services model also provides services to the balance of the Ministry of Attorney General and Ministry of Public Safety and Solicitor General.

The Treaty Negotiations Office is currently planning to undertake a number of projects beginning in fiscal 04/05 to provide information management tools that will assist staff to negotiate and conclude agreements with First Nations more efficiently.

Appendix 3. Treaty Negotiation Principles

Publicly endorsed principles that guide the provincial government treaty negotiations:

- Private property should not be expropriated for treaty settlements.
- The terms and conditions of leases and licences should be respected; fair compensation for unavoidable disruption of commercial interests should be ensured.
- Hunting, fishing and recreational opportunities on Crown lands should be ensured for all British Columbians.
- Parks and protected areas should be maintained for the use and benefit of all British Columbians.
- Province-wide standards of resource management and environmental protection should continue to apply.
- Aboriginal self-government should have the characteristics of local government, with powers delegated from Canada and British Columbia.
- Treaties should include mechanisms for harmonizing land-use planning between Aboriginal governments and neighbouring local governments.
- The existing tax exemptions for Aboriginal people should be phased out.